
City of Fort Lauderdale Fellowship Program

In partnership with ICMA

March 2017



FELLOWS
FORT LAUDERDALE



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Description

The International City/County Management Association (ICMA) Local Government Management Fellowship Program (LGMF) is a highly competitive career development opportunity designed to generate interest in local government careers among recent master's program graduates. Committed to the professional development of emerging local government professionals, the City of Fort Lauderdale partners with ICMA annually to host a total of six Senior Management Fellows for two-year, temporary, full-time positions. Generally, three Fellows will be selected each year, providing for a rotational cycle of three second-year Fellows and three first-year Fellows.

Application Cycle

The City of Fort Lauderdale's Fellowship Program will follow ICMA's annual application cycle. Generally, each ICMA cycle opens for applications in the fall, and closes at the end of the calendar year. Applicants are notified by ICMA if they are accepted as a finalist in February, at which time finalist applications and resumes are sent from ICMA to host cities. Host cities are encouraged to review applications, interview prospective finalists, and select Fellows by the early summer. ICMA encourages Fellows to begin their fellowship by the end of July.

Fort Lauderdale Fellowship Program Structure

Fellows will be housed in the City Manager's Office Divisions of Budget, Neighbor Support, or Structural Innovation for the duration of their two-year Fellowship. The first-year will provide the Fellows with more structure as they work full-time on division-specific projects and become acclimated to the City and its operations. The second year will provide for more flexibility, as the Fellow will complete projects for departments based on work plans established between the Fellows and departments of interest (see attached organizational chart on page 6).

Fellow Interview and Selection Process

City Manager's Office hiring Division Managers, the Fellow Program Coordinator, past and current Fellows, and the City Manager will be involved at specific stages within the hiring process.

Selecting Finalists to Interview

Upon receipt of finalist applications from ICMA, the Division of Structural Innovation will transmit all applications to alumni Fellows for review and short-listing.

Finalist Interviews

The interview panel, consisting of hiring Division Managers and the Fellow Program Coordinator, will complete the first round of interviews with finalist candidates.

Final Selections and Making Offers

Second round interviews will be completed by the City Manager. At the same time, finalists will be requested to provide work examples (such as short reports, presentations, memos, Excel spreadsheets, etc.), and/or complete division-specific assessments. The Fellow Program Coordinator will conduct reference checks.





Upon completion of the above, the hiring team will make their final selections, at which time finalists will be called and advised of their selection as a Fort Lauderdale Fellow and their division placement. Once the Fellow has agreed to the offer, a formal offer letter will be prepared for the City Manager's signature and sent to the finalist (Attachment IV).

On-Boarding and Orientation

Host divisions and Fellows will come to a mutual agreement on a start date. The Fellow Program Coordinator will lead the on-boarding process for each Fellow, including working with the Department of Human Resources (HR) to conduct a background check, schedule time on the Fellow's first day to complete all of the necessary paperwork, and schedule their formal orientation with HR. Host divisions are responsible for setting up the Fellow's office space with all furniture and technical equipment needed to perform their job. A detailed checklist has been included as Attachment V outlining items to complete when preparing for and welcoming a new Fellow.

Parking

As per the general employee parking policy, Fellows who will be working at City Hall or the 101 Building will be required to park on the roof-level of the City Hall parking garage. On or before the Fellow's first day, they should obtain the roof-level access card from the Transportation and Mobility Department.

Site Visits and Tours

In an effort to provide the Fellows with a better opportunity to learn about the many services and operations of the City of Fort Lauderdale, a number of tours, site visits, and ride-alongs will be scheduled. Fellows are encouraged to attend all activities, with support from their supervisors. Included in Attachment V is a general list of activities.

Mentoring and Quarterly Reviews

The Fellow Program Coordinator will serve as the primary point of contact and assistance for the Fellow concerning the Fellow Program and their fellowship experience. Additionally, the City Manager will schedule a number of one-on-one sessions with the Fellows to provide for a senior-level management mentoring opportunity.

Quarterly Review meetings will be scheduled by the Fellow Program Coordinator to provide the Fellow with an opportunity to formally let the program coordinator know how they feel about the fellowship and their individual accomplishments, as well as to communicate any career and/or professional development goals or needs for the coming quarter. As a part of the quarterly meetings, Fellows will be asked to complete a self-review form (Attachment VI) and submit it to the program coordinator prior to the scheduled meeting. Following the meeting, the program coordinator will provide a summary to the Fellow's supervisor.

Fellows will be assigned a senior level mentor within the first few months of their Fellowship. They will be asked to meet with their mentor on a monthly basis, at a minimum. Mentorship pairings will be reviewed on a six months basis.



Performance Evaluations

Host divisions will conduct individual evaluations with their Fellow, at six month increments, to provide feedback on performance, expectations, and items of interest to the Fellow.

Assignments from the City Manager

From time-to-time, the Fellow will be assigned projects from the City Manager. Assignments may come directly from the City Manager, or they may be funneled through an Assistant City Manager, the Fellow's supervisor, or the Fellow Program Coordinator. In general, the assignments will relate to the function of the Fellow's host division. Fellows will need to inform their supervisors when projects are assigned, in order to properly prioritize their schedules.

Fellow Coffees and Movies with the City Manager

Fellow Coffees and Movies with the City Manager will be scheduled monthly to provide the opportunity for the Fellows to meet with the City Manager and Assistant City Managers in an informal setting.

Community Involvement

Fellows are encouraged to be active in the community during their fellowship. This may be done in a number of ways, including volunteering and/or participating in a community group of their choosing, such as Emerge Broward, the Greater Fort Lauderdale Chamber of Commerce, the Greater Fort Lauderdale Alliance, or another organization that is of interest to them or specific to their assignment in the city. Fellows may contact the Neighbor Volunteer Office in Neighbor Support for volunteer opportunities, and they are encouraged to conduct research regarding the organizations available throughout the city, county, and region, and to become active members.

ICMA Membership

ICMA membership for Fellows is complimentary from ICMA. The Director of the ICMA LGMF program, Rob Carty, will provide all Fellows' names to their membership department. Should a Fellow receive an invoice, or if their membership expires, they will need to contact Rob Carty to address the issue.

ICMA Annual Conference

All Fellows will attend the ICMA Annual Conference. ICMA will cover the conference registration fee and the ticket to the Sunday evening welcome reception, as well as some expenses for LGMF related activities. City host divisions are responsible for providing travel, accommodations, and incidentals for their Fellow. First-year Fellows must arrive by the Friday evening prior to the beginning of the conference, so they may attend the LGMF orientation on Saturday.

Hotel Reservations

The ICMA Annual Conference is extremely popular among the city/county management profession. It is therefore highly recommended that host divisions reserve hotel rooms for their Fellows **as soon as**





housing opens in June, even if their Fellow has not yet started. Rooms may be booked online via the ICMA conference website.

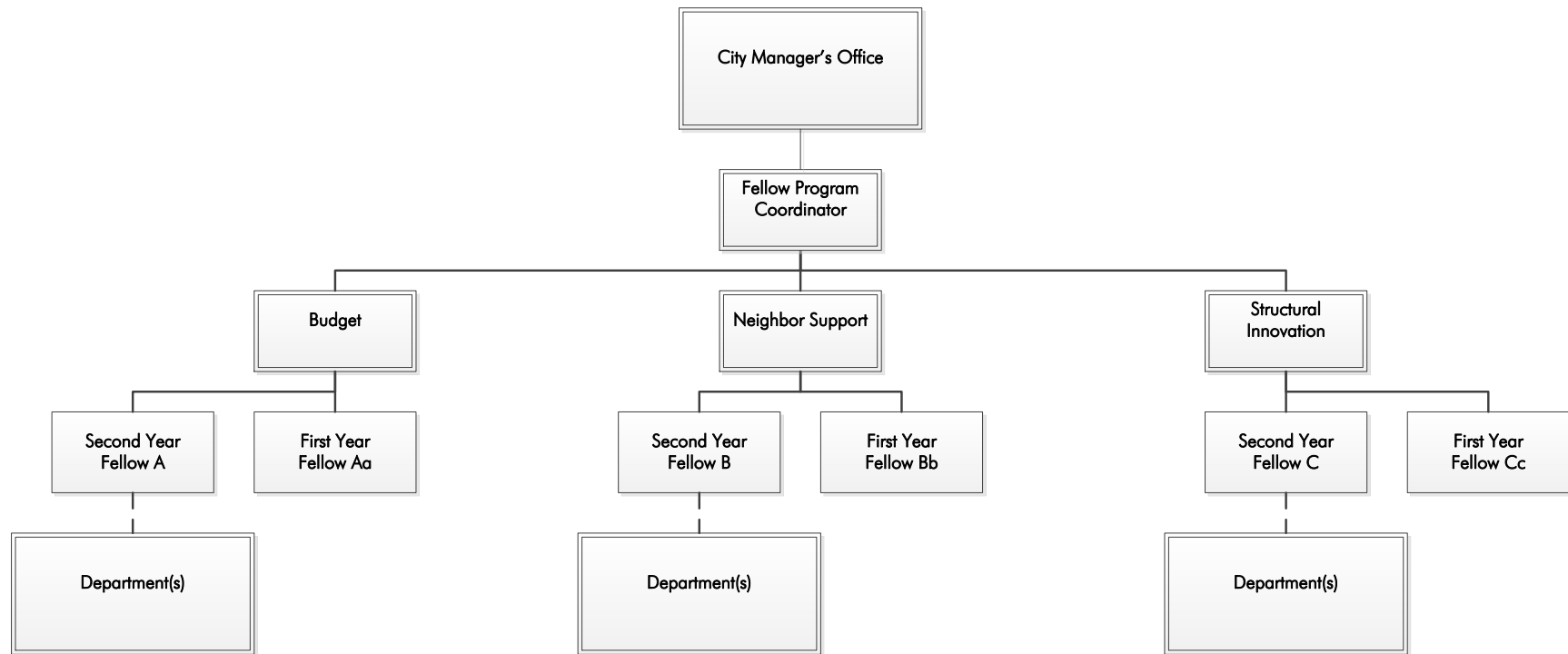
Conference Registration

Once the Fellow starts with the city, they may complete their conference registration. Fellows should indicate that they will be attending the Sunday evening welcome reception, in order to redeem their complimentary ticket from the LGMF program.

Additional Sessions and Programs

While the basic conference registration is complementary from ICMA, there are a number of additional sessions and programs that the Fellow may be interested in attending. Some of these sessions and programs do have costs associated with them, and it will be at each host division's discretion whether they will cover these additional costs. Fellows are certainly invited to register for these optional sessions and events and will be responsible for covering these costs themselves if the division is unable.

Attachment I: Organizational Chart



Attachment II: Network of Schools of Public Policy, Affairs, and Administration (NASPAA) Competencies and Example Work Plans

The NASPAA competencies focus on the following six areas. The Fellow Program Coordinator will work with Fellows to set-up opportunities in each of these areas, where applicable, to help Fellows develop these skills.

1. ETHICS

- a. Engage in management-level discussions on ethical issues
- b. Mentoring from Chief Executive on the role of the professional chief executive

2. PROFESSIONAL RELATIONSHIPS

- a. Business development, retention, and economic development
- b. Collaborative leadership among governmental organizations
- c. Mentoring from Chief Executive on managing relationships with elected officials
- d. Mentoring from Department Heads on managing relationships with staff

3. COMMUNICATION & ENGAGEMENT

- a. Staffing a committee or commission
- b. Writing Commission memos and resolutions
- c. Responding to neighbor inquiries
- d. Managing communications with vendors/contractors
- e. Presenting projects to stakeholders
- f. Scheduling cross-departmental or stakeholder meetings

4. SERVICE MANAGEMENT

- a. Performance measurement & program evaluation
- b. Cross-departmental service delivery
- c. Recommending code amendments to improve services or processes
- d. Meeting operational service requirements and providing project management.
- e. Monitoring grant compliance

5. FINANCIAL MANAGEMENT

- a. Budget process & capital planning
- b. Developing public budget documents
- c. Writing RFPs and/or service agreements
- d. Developing cost estimates for projects
- e. Coordinating cross-departmental financing of projects (hand-offs)
- f. Analyzing long-term maintenance and operation cost commitments
- g. Writing and coordinating grant applications

6. HUMAN RESOURCE MANAGEMENT

- a. Organizational development and structure
- b. Succession planning, staffing assessments, and recruitment
- c. Facilitating staff training opportunities
- d. Collective bargaining



Attachment III: Fellow Benefits

Fellows are classified as full-time, temporary employees. Specific details on all benefits information (including the full 2017 Benefits Handbook) may be found on the city's website at <http://fortlauderdale.gov/departments/human-resources/employee-benefits>. A breakdown of all Fellow benefits is as follows:

- A full-time first-year salary of \$45,988.80, and second-year salary of \$46,904.00.
- Sick time of 1.24 hours earned each pay period (two weeks), which will start to accumulate after one year of employment, and may be used as soon as received.
- Vacation time of 4.62 hours earned each pay period (two weeks), which will start to accumulate at the beginning of employment, and may be used after six months of employment.
- Nine paid holidays (New Year's Day, Martin Luther King Jr. Day, Memorial Day, Independence Day, Labor Day, Veterans Day, Thanksgiving Day, Day Following Thanksgiving, Christmas Day).
- No retirement, floating holidays, tuition reimbursement, longevity, or relocation assistance.
- Health, Dental, Vision, and Life Insurance at the Management level:
 - Employees participating in the City's health plans must complete a biometrics and Health Risk Assessment (HRA) within 60 days from hire to avoid being charged a post-tax \$25 biweekly.
 - New hires have 60 days from their hire date to submit the Affidavit of Non Tobacco Usage or complete a city authorized Tobacco use Cessation Program to avoid being charged a post-tax \$25 biweekly.
 - Term Life Insurance: The city provides and pays for \$10,000 of life insurance for Management, Confidential, Professional, and Supervisory employees. Newly eligible employees (for example new hires) may purchase life insurance coverage up to \$400,000. Coverage in excess of \$300,000 is subject to evidence of insurability (EOI). For a full list of rates, please access the city's Benefits Handbook on the Benefits website (provided above).

2017 BI-WEEKLY HEALTH PLAN CONTRIBUTIONS			
Health Insurance ¹	OAPIN1 (HMO1)	OAPIN2 (HMO2)	CDHP
Employee Only	\$97.77	\$74.22	\$39.97
Employee & Spouse/DP ²	\$200.19	\$150.74	\$82.22
Employee & Child	\$132.68	\$99.35	\$54.81
Employee & Children	\$180.41	\$135.90	\$74.22
Family	\$278.17	\$208.98	\$114.20
Adult Child (contact Benefits for rates)			
¹ One CIGNA Network of providers for everyone – Open Access Plus. Open Access Plus is the same CIGNA network to be used for CIGNA OAPIN1 (HMO1), OAPIN2 (HMO2), and the Consumer-Driven Health Plan (CDHP). Details of each may be found in the Benefits Handbook. ² Domestic Partner			

2017 BI-WEEKLY GAP EMPLOYEE CONTRIBUTIONS			
<i>HMO1 & HMO2</i> \$1,250 Outpatient \$2,500 Inpatient	< Age 40	40-49	50+
Employee	\$12.24	\$16.63	\$27.76
Employee & Spouse/DP	\$22.04	\$29.95	\$49.96
Employee & Child(ren)	\$27.08	\$30.65	\$44.99
Family	\$36.86	\$43.95	\$67.17
<i>CDHP</i> \$2,000 Outpatient \$4,000 Inpatient	< Age 40	40-49	50+
Employee	\$16.83	\$23.04	\$37.67
Employee & Spouse/DP	\$30.31	\$41.48	\$67.79
Employee & Child(ren)	\$37.33	\$42.52	\$61.14
Family	\$50.80	\$60.93	\$91.24

2017 BI-WEEKLY VISION PLAN CONTRIBUTIONS	
<i>Vision Plan¹</i>	<i>Bi-Weekly Premium</i>
Employee	\$2.29
Employee + one	\$4.38
Employee + Child(ren)	\$4.64
Employee + Family	\$7.18
¹ The Vision Plan is a voluntary standalone benefit. Vision coverages are provided by United Healthcare for all employees and their dependents at a low cost. It also offers a large network of national and independent vision providers and even provides substantial savings on hearing aids.	

2017 BI-WEEKLY DENTAL PLAN CONTRIBUTIONS		
<i>Dental Plan¹</i>	<i>Humana DHMO</i>	<i>Humana DPPO</i>
Employee	\$0.00	\$0.00
Employee & Spouse/DP	\$0.00	\$0.00
Employee & Child(ren)	\$0.00	\$0.00
Family	\$0.00	\$0.00
The City offers two dental plan choices – DHMO and DPPO, through dentists contracted under the City's group dental plan. Go to www.humanadental.com and select Humana for DHMO (HS195) or PPO (Traditional Preferred) for DPPO.		



Attachment IV: Formal Offer Letter

[Insert date]

[Insert Fellow's Name]
[Insert Fellow's address]
[City, State, Zip Code]

Dear [Insert Fellow's name]:

It is my pleasure to offer you employment with the City of Fort Lauderdale, Florida in the capacity of Senior Management Fellow, commencing on [insert date]. You will be working for the [insert name of Division]. I am confident that your experience and enthusiasm will serve the City well in your new capacity. The City has a reputation for excellence and I look forward to your association with us.

As discussed, the terms and conditions of your employment are as follows:

- Salary - \$45,988.80 (Pay Range R-12), Class 171.
- Health and Dental insurance provided at same level Employee Group 01, Supervisory, Professional and Management.
- Educational and Professional Development – ICMA conference sponsored by the City.

Please note that your start date will be contingent upon the successful completion of a criminal background check, as well as the receipt of your official transcripts indicating that you have earned your Master's Degree.

If you require local resources to ease your transition to Fort Lauderdale, kindly let us know and we can provide you with that information.

I look forward to a successful relationship.

Sincerely,

Lee R. Feldman
City Manager, ICMA-CM

Accepted by:

[insert name of Fellow]

Date



Attachment V: On-Boarding Checklist

TO DO	COMPLETE
Background Check	<input type="checkbox"/>
Office location and set-up	<input type="checkbox"/>
ITS – Computer set up and telephone	<input type="checkbox"/>
Parking location and pass	<input type="checkbox"/>
Access card to the building	<input type="checkbox"/>
Greet your fellow at the designated arrival time/place	<input type="checkbox"/>
Officially introduce your fellow to everyone in the building/department (perhaps conduct a walking tour)	<input type="checkbox"/>
Provide overview of logistical issues (coffee, copiers, supplies, bathrooms, etc...)	<input type="checkbox"/>
HR - forms to be completed	<input type="checkbox"/>
Employee Orientation re Benefits – HR/Risk	<input type="checkbox"/>
Provide a welcome and useful informational packet regarding the neighborhood, job, and any other areas of interest	<input type="checkbox"/>
Formally introduce your fellow to their hiring manager. Set up a quick meeting to determine the style of the mentorship (check-ins, meetings, lunches, etc...)	<input type="checkbox"/>
Set up brief meetings with department heads, if necessary, to introduce rotational work assignments and timeline	<input type="checkbox"/>
City Commission welcome/introduction by City Manager	<input type="checkbox"/>
Present your fellow with a copy of the final work plan and review and discuss during the first week (ongoing)	<input type="checkbox"/> ongoing
Discuss fellows' expectations for the Fellowship; your expectations from your fellow, and training and networking activities planned and optional for the year	<input type="checkbox"/> To be done when all Fellows onboard
Assign Boards/Committees of interest, as needed (meetings placed on calendar)	<input type="checkbox"/>

MENTORSHIP COMMUNICATIONS:	
• Schedule weekly meetings between Fellow and Supervisor	<input type="checkbox"/>
• Monthly Fellow get-togethers	<input type="checkbox"/>
• Professional Development – (FCCMA is an inexpensive and easy local option; Fellows attend the ICMA annual conference)	<input type="checkbox"/>
• Conduct quarterly review meetings – Fellow to complete self-assessment prior to each meeting.	<input type="checkbox"/>
ITS/SOFTWARE TRAINING:	
• Outlook	<input type="checkbox"/>
• Computer drives and folders	<input type="checkbox"/>
• City's website	<input type="checkbox"/>
• Lauderlink (Intranet)	<input type="checkbox"/>
• Telephone	<input type="checkbox"/>
• ClearPoint w/ Sarah (ongoing) – Initial training completed	<input type="checkbox"/>
ORIENTATION:	
• Charter Offices	<input type="checkbox"/>
• City Commission	<input type="checkbox"/>
• Advisory Boards	<input type="checkbox"/>
• Budget (Emilie) to be scheduled after budget meetings over for FY	<input type="checkbox"/>
• Neighbor Support (Hal)	<input type="checkbox"/>
• Vision and Strategic Plan (Sam and Sarah)	<input type="checkbox"/>
• Strategic Management (Amy)	<input type="checkbox"/>
• Process Improvement (Paula)	<input type="checkbox"/>
• CMO Emergency Management Plan and Fellow's Role to be determined	<input type="checkbox"/>
• Meet with Internal Support Departments: Pending-to be determined <ul style="list-style-type: none"> ○ Human Resources ○ Finance ○ Information Technology Services 	<input type="checkbox"/>
• Police ride-along	<input type="checkbox"/>
• Code ride-along	<input type="checkbox"/>
• Fire ride-along	<input type="checkbox"/>

• Executive Airport Tour	<input type="checkbox"/>
• Parks Tour	<input type="checkbox"/>
• Chronic Homeless Housing Tour	<input type="checkbox"/>
• Utilities Tours (Fiveash, Peele Dixie, GTL)	<input type="checkbox"/>
• Emergency Operations Center Tour	<input type="checkbox"/>
• B-Cycle Tour (Transportation and Mobility, Sustainable Development)	<input type="checkbox"/>
• Water tour of Fort Lauderdale	<input type="checkbox"/>
• Everglades tour (November – March)	<input type="checkbox"/>
REFERENCES:	
• Fast Forward Fort Lauderdale: Our City, Our Vision 2035	<input type="checkbox"/>
• Press Play Fort Lauderdale: Our City, Our Strategic Plan, 2018	<input type="checkbox"/>
• Commission Annual Action Plan	<input type="checkbox"/>
• Performance Measures Resources	<input type="checkbox"/>
• ICMA	<input type="checkbox"/>
• Alliance for Innovation	<input type="checkbox"/>
• Neighbor Survey(s)	<input type="checkbox"/>
• Departments – TBD (Fellows Plan)	<input type="checkbox"/>
• External Stakeholders	<input type="checkbox"/>
TRAINING/CERTIFICATIONS:	
• NIMS – ICS-100	<input type="checkbox"/>
• NIMS – ICS-700	<input type="checkbox"/>
• NIMS – ICS-200 (to be determined)	<input type="checkbox"/>
• NIMS – ICS-300 (to be determined)	<input type="checkbox"/>
• NIMS - ICS-400 (to be determined)	<input type="checkbox"/>
• NIMS – ICS-800 (to be determined)	<input type="checkbox"/>
• NIMS –	<input type="checkbox"/>
• Lean Certification – Green Belt	<input type="checkbox"/>
CONFERENCES:	
• ICMA Annual Conference:	<input type="checkbox"/>
○ Registration	<input type="checkbox"/>

○ Reservations – Hotel and flights (to be done in June)	<input type="checkbox"/>
● FCCMA Annual Conference:	<input type="checkbox"/>
○ Fellow to apply for Emerging Leaders Scholarship (to do by Jan/Feb 2015)	<input type="checkbox"/>
○ Registration	<input type="checkbox"/>
○ Reservations – Hotel and mileage	<input type="checkbox"/>



Attachment VI: Quarterly Self-Review Form

Fellow Name: _____ Date: _____

Department: _____

This self-review form is your opportunity to formally let your fellow liaison and your supervisor know how you feel about your fellowship and your accomplishments, as well as communicate any career and/or professional development goals or needs that you may have for the coming quarter. Please answer the following questions and submit the completed self-review form to the Fellow Program Coordinator two days prior to your scheduled review session.

1. Describe how you would assess your job performance over the past quarter. Please include any particular accomplishments, special projects, and/or demonstrated strengths during this time.

2. In what area(s) has your performance improved during the past quarter?

3. What action(s) have you taken this quarter to gain a better understanding of the organization, your department, and local government management?

4. Comment on any challenges or barriers that may have prevented you from achieving your goals or effectively completing work products. How can such challenges be overcome in the future? What would you have liked to have done this quarter, but were unable to, and why?

5. What do you hope to accomplish during the next quarter? What actions will you take to accomplish these goals?
6. Please explain your community involvement over the past quarter. How do you intend to continue or increase your community involvement over the next quarter?
7. What types of projects would you like to be involved in, or where would you like to gain more experience? What role do you see yourself playing?
8. What activities, classes, or trainings have you participated in over the last quarter in order to develop yourself professionally?
9. Are there specific areas for professional /career development that you would like to discuss with your supervisor? Please include ideas for training, skill improvement, future goals, and/or career

goals. How do you intend to use this training or professional development activity to further your contribution to the City?

10. How can your supervisor be more helpful over the next quarter to support you in your job and accomplishing your goals?

11. Are there any additional topics you would like to discuss with your fellow liaison during your review session?